Proposal for consultant services:
Healthiest Communities Launch Meeting

Submitted by: Heather Lenz, Sangfroid Strategy, LLC

January, 2019

Meet Sangfroid Strategy

Sangfroid Strategy is a Cleveland-based evaluation, strategy, and implementation consulting firm that works alongside organizations and individuals to move from vision to tangible results. Drawing on the foundations of asset-based development and design thinking, we'll help you map out your whole journey — giving you the perspective needed to forecast risks, challenges, solutions, and implications of each step on the next ten.

The three pillars of our work are:

Evaluation and Design	Strategy and Implementation	Practice
We'll help you do what you do better. From collecting and analyzing the right data, to becoming a learning organization, Sangfroid Strategy can introduce your team to a design focused cycle of program improvement with space to ideate, prototype, test, implement, learn, and grow.	We're all about meeting you where you are — we will help you define your vision and create a clear roadmap to bring you from where you are now to where you ultimately want and need to be. We build simple roadmaps, with quarterly plans to make sure you stay on track. You'll never find our strategies gathering dust on a shelf!	From one-on-one coaching, team strategy sessions, and board development programming, we immerse ourselves in the doing of this work. We design our own programs, build and implement our own strategies, and learn through evaluation every day.

We are delighted to submit this proposal to the City of Lakewood to provide strategic and operational support for the Healthiest Community Initiative. If you have additional questions or need additional information, please do not hesitate to contact Heather Lenz, Founder, Sangfroid Strategy, LLC. Thank you for considering Sangfroid Strategy as your partner in this work.

Proposed Scope of Work

7.41 1.

The City of Lakewood seeks to engage 30-50 key stakeholders and partners in order to determine interest in the Healthiest Community Initiative. In order to achieve this goal, Sangfroid Strategy will provide support to the City of Lakewood to help design, set-up, deliver and conduct the follow-up to the Healthy Lakewood community leaders meeting.

- Design an interactive session to bring together key stakeholders around the Healthiest Community initiative, and explore interest in exploring a model for Lakewood. Sangfroid Strategy will support the invitation list development, the invitation language, design, facilitation (including bringing small group facilitators), preparation, and material development for each session. (January – March 2019)
- Conduct follow-up to meeting including capturing a detailed overview of the outcome of the session, developing an approach to follow-up with stakeholders, facilitating a debriefing session with the City of Lakewood leadership, defining next steps, etc. (March 2019)

Deliverables:

- Stakeholder Engagement Meeting(s)
- Report of Meeting Outcomes and Next Steps

Investment:

\$3,000 for design and facilitation of the meeting; \$2,000 to complete a debriefing session, meeting
follow-up, development of next steps, and a recommended plan for implementation of those next steps.

Date

Cost and Billing

Heather Lenz for Sangfroid Strategy

Sangfroid Strategy will bill the City of Lakewood upon start of the project for 60% (\$3,000) of the entire scope, and the remaining 40% (\$2,000) upon completion.

Approval

Muchael & pommen	3-11-19
Signatory for the City of Lakewood	Date
Michael P. Summers, Mayore	
	1
x Yeatherm Genz	1/22/2019

I have read this Statement of Work in full, and understand and agree to it in its entirety.

Lead Consultant Biography

Heather Lenz, MA founded of Sangfroid Strategy, LLC in 2016 to support local, state, and national nonprofit organizations and governments in developing and implementing evidence-based strategies to increase their capacity, launch new programs, and amplify long-term impact.

During the past 10 years, Heather has facilitated several local and statewide initiatives across governments, nonprofits, public- private partnerships, and cross-community efforts. From 2016-2019, she helped to launch the Community Innovation Network, an applied arm of the Center for Urban Poverty and Community Development at Case Western, focused on bridging the division between institutions and the people they serve. Previous to her work with Case Western, she worked locally with over 35 public, private, nonprofit, and philanthropic organizations, to facilitate the development of PRE4CLE in 2015, whose goal is to expand access to high-quality preschool for 12,000+ children in Cleveland.

When the City of Columbus launched the Greater Columbus Infant Mortality Task Force Plan in 2014, with the goal of reducing infant mortality in the city and racial disparities by 50%, Heather helped the Franklin County Department of Job and Family Services (FCDJFS) lead an effort to increase enrollment of low-income women of childbearing age into Medicaid, by facilitating the development of a care coordination strategy across 8 hospital systems, 2 government agencies, and 4 health center networks.

She continued to work with FCDJFS, an agency that administers over \$2.5 billion in support programs to hundreds of thousands of families and children in Columbus, to align their investments and streamline their internal operations around early childhood, youth programming and workforce development by conducting a full internal and external environmental scan of county services, leading cross-sector partnership development initiatives, and developing clearly defined county-wide outcomes and indicators that aligned and tracked services from preschool to workforce and offered stability to kids in the most undeserved parts of the region.

Under a federal DHS and DOE grant, Heather also facilitated 30+ foundations, schools, private, nonprofit, and government organizations in the developmental screening and treatment system in Arizona to develop and implement a strategy to coordinate statewide data collection and professional development and training to the medical community. She worked with the same agency, First Things First, to facilitate the development of a long-term strategy to grow and sustain the statewide Quality Rating Improvement System.

In addition to her leadership of Sangfroid Strategy, Heather Lenz is an Adjunct Instructor with the Mandel School for Applied Social Sciences at Case Western, and an active member of the community. She serves on the creative team of PechaKucha Night Cleveland, and Chairs the board of Soulcraft Woodshop. Heather Lenz received her Bachelor's of Science degree in Human Communication and Sociology from Arizona State University in 2008, her Masters of Arts degree in Human-Environmental Studies with an emphasis on Nonprofit Administration and Leadership from Maxine Goodman Levin College of Urban Affairs at Cleveland State University in 2012, and her project management leadership certificate from the University of California Urvine in 2017.